



CHARTING THE COURSE NAVIGATING TO THE FUTURE



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NOTABLE QUOTABLE SETTING SAIL IN THE RIGHT DIRECTION

"The foundation of effective leadership is thinking through the organization's mission, defining it and establishing it, clearly and visibly. The leader sets the goals, sets the priorities, and sets and maintains the standards."

Peter F. Drucker
Managing for the Future



TODAY'S ACCOMPLISHMENTS & EXPECTATIONS

- Mustering the Leaders
 - Leadership Traits and Skills
- Mapping our Behaviors - Leadership Operating Guidelines
- Establishing the Horizon – Our Vision
- Charting the Waters – Agreeing on the Mission
- Reading the Compass – Identifying the Indicators
- Assessing the Crew – Confirming our Values
- Keeping Ship Shape – Developing the Support System
 - All Hands Notification
 - Managing as One



IMPACT ANALYSIS A WELL BALANCED TEAM

- People - Tom
- Action - Debbie
- Content - Peter
- Time - Teresa



MUSTERING THE LEADERS IMPACT ASSESSMENT

- Excellent communication skills and sensitivity to people and our differences are key qualities to leadership
- Building rapport entails understanding how to communicate with different personalities and talk types



MAPPING OUR BEHAVIORS LEADERSHIP OPERATING GUIDELINES (THE LOG)

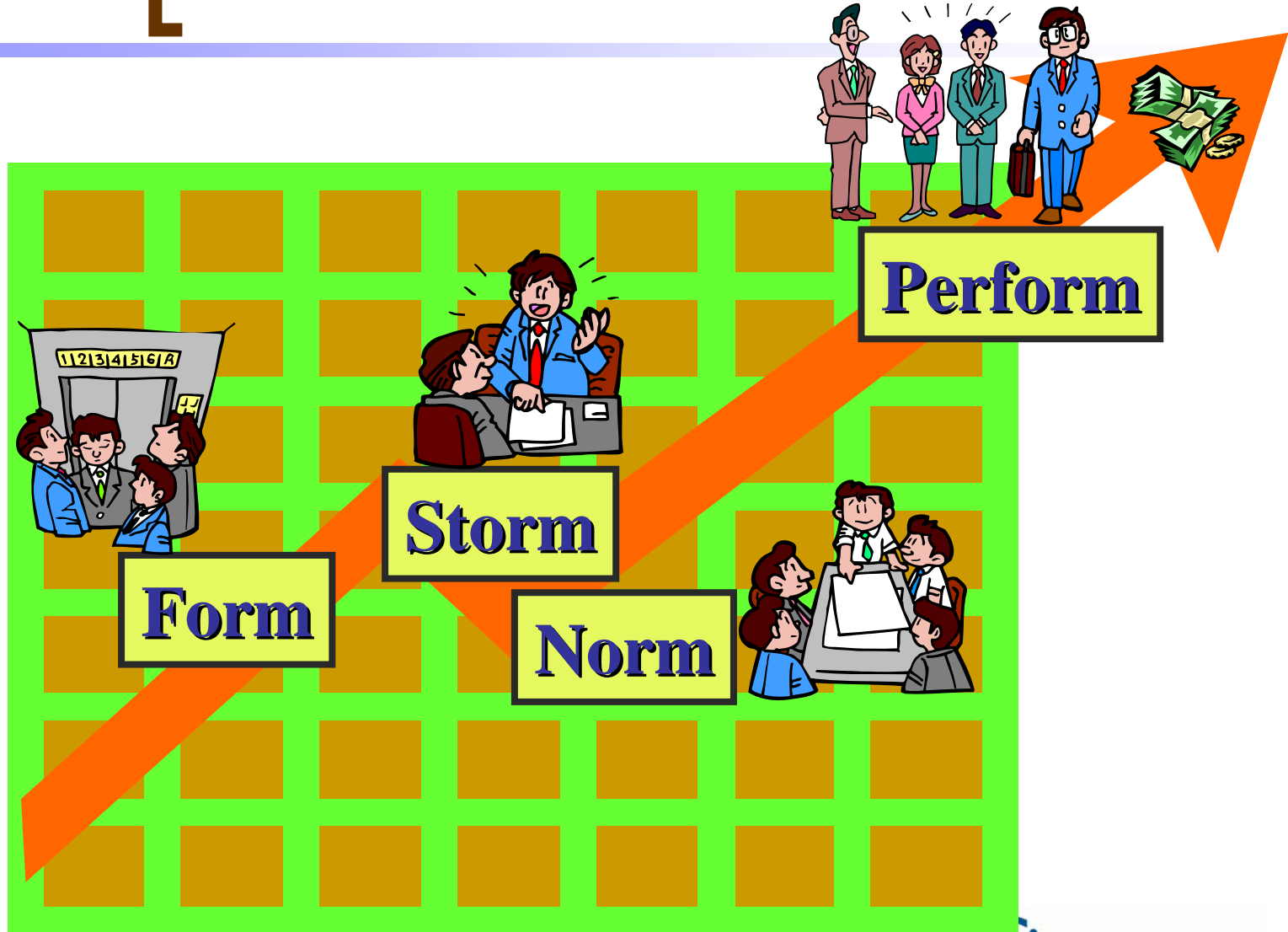
What is a Team?

A team is a small number of people with complementary skills, who are committed to a common purpose, a shared performance result, and an agreed way of working for which they hold themselves mutually accountable.



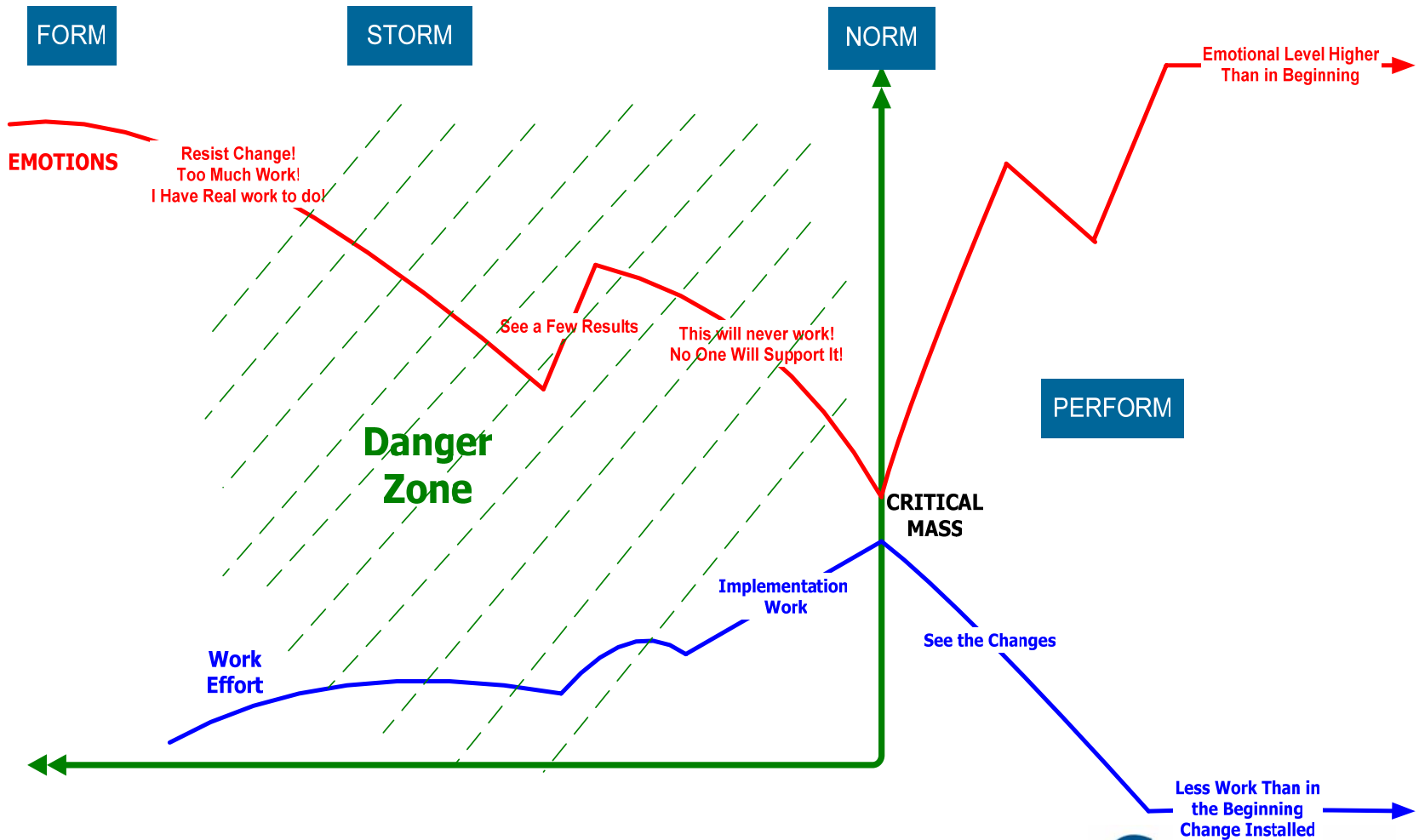


FOUR STAGES OF TEAM DYNAMICS





TEAM MATURITY CYCLE





THE LEADERSHIP ROLE AS SKIPPER OF THE SHIP



- When the skipper doesn't have a clear vision, plot a course, and provide direction or parameters, then the crew doesn't know what to do, what to focus on, or how to behave. On a sailboat this translates into "sailing directly into the wind". The sails luff, don't fill with wind, and all forward momentum is halted.
- How will your team provide direction for the crew?



TWO DECKS

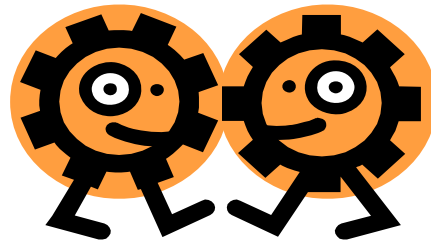


- How will the Sterling Leadership Team provide direction? (KEY ROLE)
- How will they function as the Captain's of the ship? (KEY BEHAVIORS)



STEP 1: LET EACH VOICE BE HEARD ENCOURAGING INDEPENDENT THOUGHT WHAT IS OUR “KEY” ROLE?

- Take 5 minutes to jot down your own ideas
- Focus on structure and responsibility
- TOOL USED: POST IT NOTES





STEP 2: CONSOLIDATE IDEAS

- Share the thoughts
- Open Discussion of all ideas
- TOOL USED: FLIP CHART OR LCD



OUR IDEAS



1. Setting the Example
2. Lead by example
3. Be the model or example to emulate
4. To promote and activate excellent performance by creating processes
5. To motivate employees and steer them in upward motion.
6. To continue to work as a team and move processes forward
7. Be creative in setting processes, gather everyone's ideas and work through them.
8. Understand to direct all others (and move forward)
9. Learn to educate all others
10. Facilitate the process
11. Believe and breathe Sterling throughout the organization and make it contagious
12. Be loyal to the process
13. Set the rules of engagement
14. Be the clearing house of ideas and initiatives
15. Set priorities
16. Provide direction/goals
17. Accomplish what we set out to do

Action Learning – Developing Capability

■ Setting Example

1. Learn to educate all others
2. Facilitate the process
3. Believe and breathe Sterling throughout the organization and make it contagious
4. Lead by example
5. Provide direction/goals

1. Set Direction

1. Learn to educate all others
2. Be loyal to the process
3. Set the rules of engagement
4. Be the clearing house of ideas and initiatives
5. Set priorities

■ Educate

1. To continue to work as a team and move processes forward
2. Be creative in setting processes, gather everyone's ideas and work through them.
3. Understand to direct all others (and move forward)
4. Be the model or example to emulate
5. To promote and activate excellent performance by creating processes



STEP 3: BUILD CONSENSUS



- Agreement
- Discussion of impact
- TOOL USED: SIGNED AGREEMENT



RE-ORGANIZE – KEY THEMES

■ Setting Example

- Learn to educate all others
- Facilitate the process
- Believe and breathe Sterling throughout the organization and make it contagious
- Lead by example
- Provide direction/goals

■ Set Direction

- Be loyal to the process
- Set the rules of engagement
- Be the clearing house of ideas and initiatives
- Set priorities
- Be the model or example to emulate

■ Educate

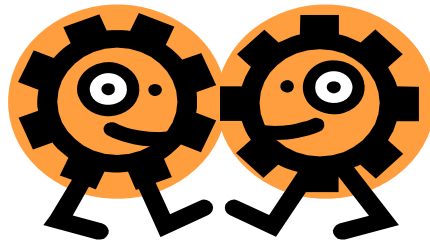
- To continue to work as a team and move processes forward
- Be creative in setting processes, gather everyone's ideas and work through them.
- Understand to direct all others (and move forward)
- To promote and activate excellent performance by creating processes
- Learn to educate all others

Toward Establishing Systematic Processes



STEP 1: LET EACH VOICE BE HEARD ENCOURAGING INDEPENDENT THOUGHT WHAT ARE OUR KEY BEHAVIORS?

- Take 5 minutes to jot down your own ideas of what behaviors will make us an effective team.
- Focus on your team behaviors
- TOOL USED: POST IT NOTES





OUR IDEAS ON SUCCESSFUL TEAMS

1. Acknowledge everyone's differences and work with them
2. Don't allow yourself to go with the majority
3. Participate
4. Help each other out – act as a team not as an individual
5. Share the work equally
6. Respect all view points
7. Be goal oriented
8. Time managed
9. Respectful participation – to each other and their input
10. No idea is silly (non important)
11. Mandatory participation
12. Don't ignore other's suggestions
13. Talk about alternatives to ideas



LEADERSHIP OPERATING GUIDELINES



- **Participate**
 - Be engaged
 - Be committed to the team
 - Stay focused
 - Openly communicate
 - There are no titles
- **Show Respect**
 - Respect other ideas
 - Consider alternate ideas
- **Make good use of our team time**
 - Come prepared
 - Be goal oriented
 - Review accomplishments at every meeting (did we meet the goal?)
 - Respect time
- **Work together to reach consensus**

We commit to follow our ship's log:

Tom Willi

Teresa Aguiar

Debbie Frederick

Peter Horton



ESTABLISHING THE HORIZON – OUR VISION GONE FISHING



- A Day at the Beach
- Using our Umbrella of the Island Nation
- Input from the Board of County Commissioners
- Think about their input
- Write on your fish...
 - What do those issues mean to you?
 - How will the future look?



DESCRIBING THE UNIQUE ISLAND COMMUNITY



- Creativity
- Affordable Housing
- Open, Casual Honest Trustworthy
- Community of Choice
- recognizing diversity
- Small Town Feel
- Shortage of Labor Housing
- Nothing Else like it in the world
- Lack of Culture
- Tourist Destination
- Remote Location
- Of course, we're a unique island community, but we must determine the carrying capacity of these islands before we lose more of that uniqueness



DESCRIBE ENVIRONMENTALLY CONSCIOUS

- Promote environmental issues
- Act environmentally sensitive
- Remembering that human beings are also part of the environment
- Ecological importance
- Development/environmentally balanced
- Protection of remaining habitat
- Have national/world wide consequence
- Local educational opportunities
- Tread lightly
- Preserve the environment while growing as an organization and a community



EXCITING TOURIST ATTRACTION (WATER COMMUNITY)

- #1 industry of the Keys and the State
- Affordable
- Good for all ages
- Safety issues
- Access to water reduced
- Prime area for boating and fishing
- Diving and water sports
- Local history derived from the Sea
- Water, water everywhere
- Large part of the local economy
- We are an island
- Tourist trap
- Known for fun and sun



BALANCED HOUSING (AFFORDABLE AND SECOND HOME)

- Economical
- Same housing circumstances/accommodations for all at different financial levels depending on income
- Protection of work force housing existing
- Public private partnerships
- Offering incentives to make it happen
- Acceptance by the public
- Protecting second homes
- Protection of environment balances with housing need
- Limiting negative impacts (taxes, fees, rental costs)
- Ability to provide affordable work force housing
- Providing housing to non resident homeowners along with the existing work force
- This concept may be mutually exclusive unless intervention outside of the normal free market place is accomplished. Either government or the service industry must provide affordable housing. The marketplace never will.



PARTNERS



- Making partners with other entities or other individuals to maximize outcome and strive to lessen cost
- Community leaders
- Environmental groups
- State and federal agencies
- County residents
- Schools
- Churches
- County stakeholders (other) cities/special districts
- If they are truly partners and not just limited stakeholders, the task will be easier
- Too many times the smallest percentage of input determines the largest percentage of outcomes
- Effectively use all of our resources
- Cooperative working relationships with other organizations throughout Monroe County



NAME THAT PICTURE UTOPIA IN THE FLORIDA KEYS

Working together to maintain the diverse community
by preserving the natural resources and habitat
that makes us a unique and preferred place to live
and visit



CHARTING THE WATERS – AGREEING ON THE MISSION

- Mission: The well being and prosperity of our citizens requires government's commitment to quality service that enhances and promotes public safety.

The quality of life and environment in Monroe County, Florida depends upon a partnership among citizens, elected officials and county employees.

Each one of us is the county

Each one of us is striving for success

We are what makes a difference between a good organization and an outstanding one.


- Open Discussion
 - What does this mean?



NAME THAT MISSION

STEP 1 - INDEPENDENT IDEAS

- To serve citizens of our county and provide services of excellence
- Meet citizens needs in an efficient and satisfactory manner
- Offer cost effective government service to the community we serve
- Community prosperity through excellent government service
- Community, Health, Safety and Prosperity through excellent government service
- Serve community thru excellent government service
- Shaping Heaven In Paradise
- TASK – Come up with a mission statement for the County (each bring one)



ASSESSING THE CREW CONFIRMING OUR VALUES NAVIGATING THE “FIVE SEAS”

- We value open, accessible government

- A government cannot be dishonest if its actions are taken openly, and honest government is our first responsibility. Openness encourages competence because it subjects our actions to public scrutiny.

- We value fiscal responsibility

- Careful management of our financial resources demonstrates our respect for the citizens who taxes support our organization. Fiscal responsibility recognizes that most problems cannot be solved by money alone, and therefore demands fresh approaches and creativity in addressing issues.

- We value a spirit of professionalism

- We believe that successful completion of the task is more important than who gets the credit. A professional attitude dictates a dispassionate analysis of issues, free of personal biases and with a commitment to the organization and the county.

- We value a humane organization

- We believe that our work should be a source of enjoyment and satisfaction. We place great emphasis upon personal qualities that contribute to that environment, informality, humility, energy, independence of thought, a ready sense of humor and a caring attitude.

- We value organization self-sufficiency

- To insure the continuity of County services and programs, we encourage the use of local resources to meet local needs.



KEEPING SHIP SHAPE MANAGING AS ONE



- Identify the skill set of each leader
- What do they bring to the table?
- Share the life preservers!!



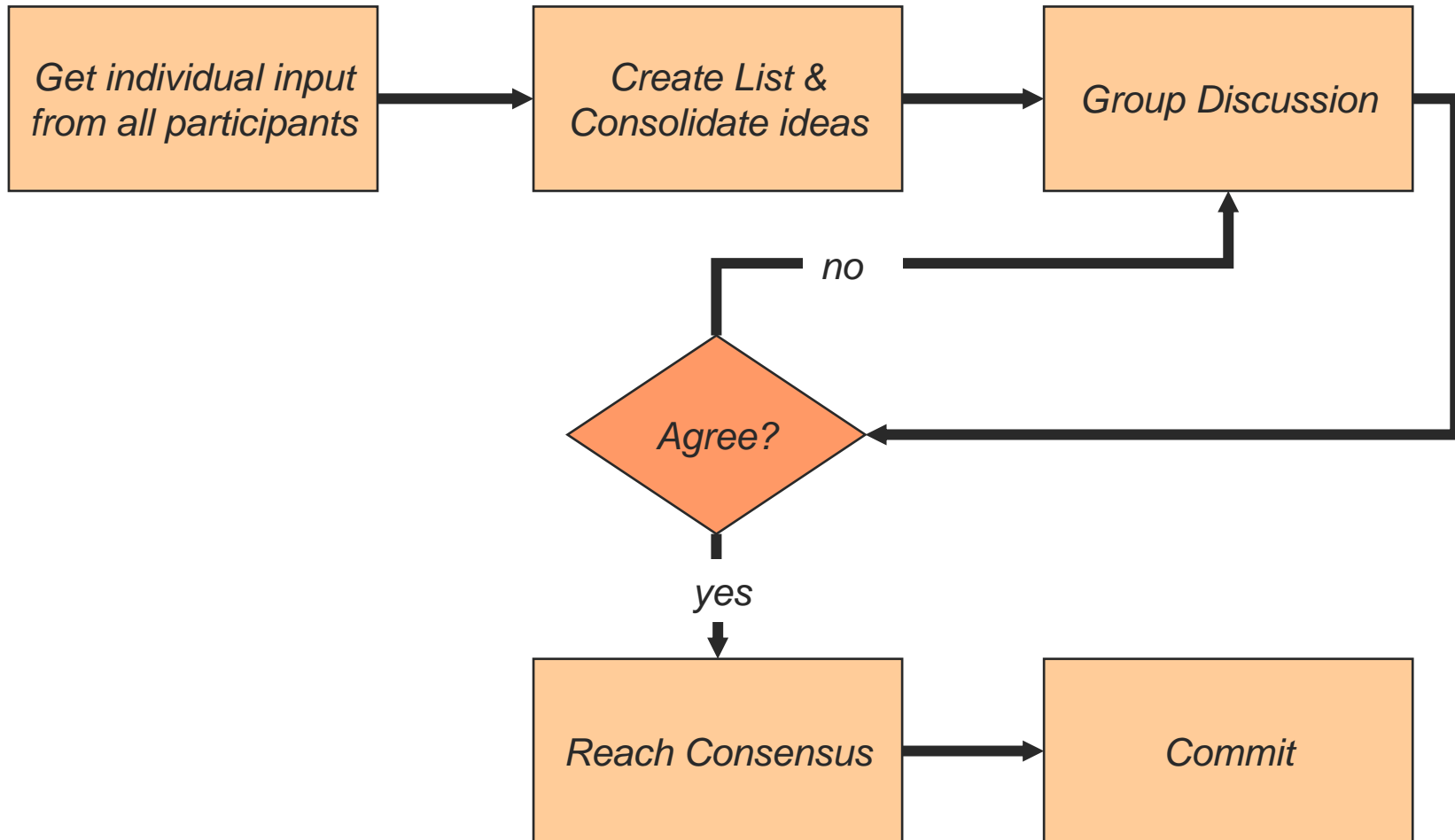
TODAY'S ACCOMPLISHMENTS



- Identified our Personalities and Skills
- Role of the Sterling Leadership Team
- Leadership Operating Guidelines (Ship's LOG)
- Established Processes for:
 - Reaching Consensus
 - Establishing Vision

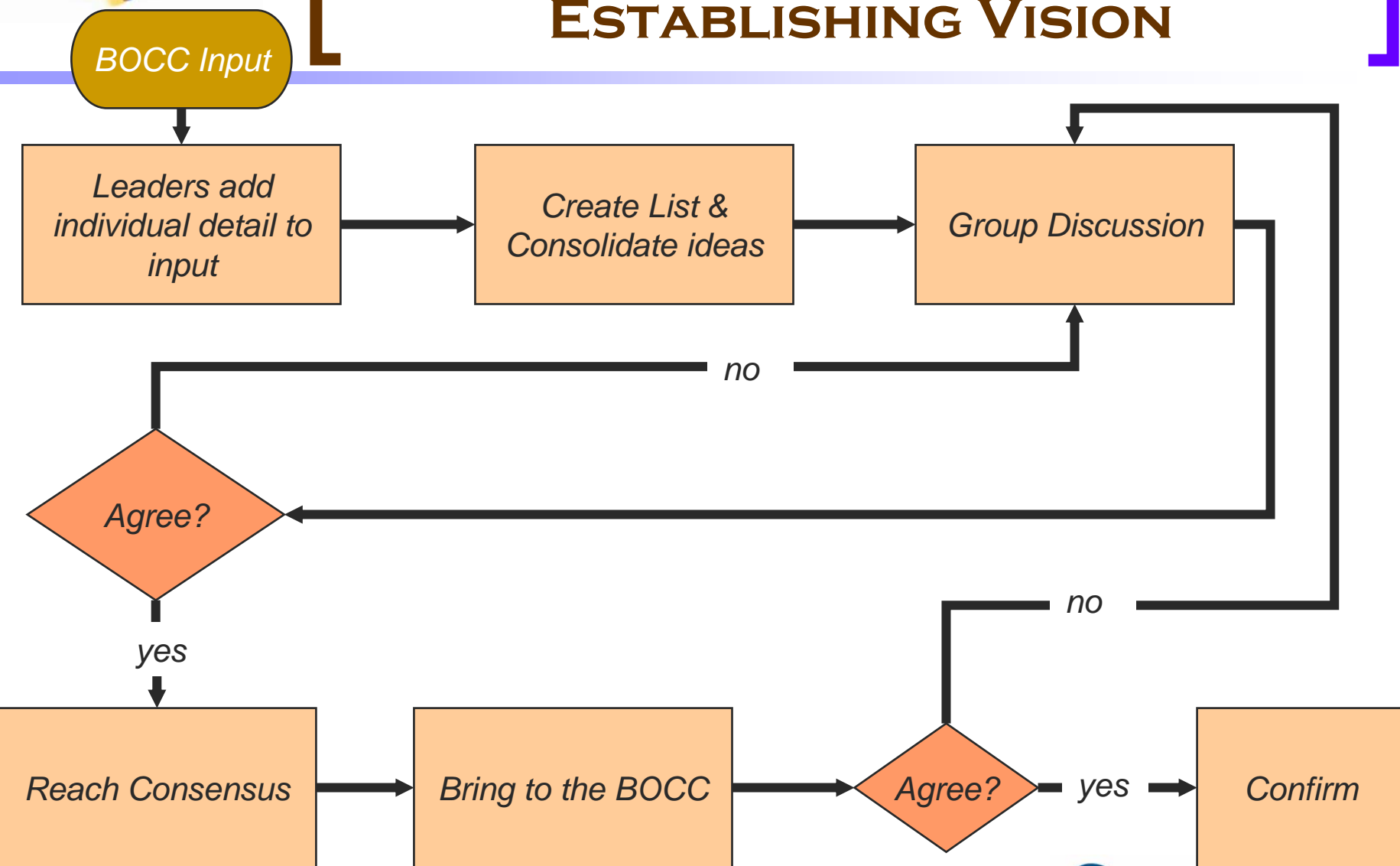


THE PROCESS FOR REACHING CONSENSUS





THE PROCESS FOR REACHING ESTABLISHING VISION





DEFINITIONS



- Vision – What we want to become
- Mission – What our purpose is
- Values – What traits we will emulate as we carry out the mission



CONTINUING THE JOURNEY NEXT PORT OF CALL

- Meeting – May 1, 2006
- Sponsors of Team
 - Reward & Recognition – Teresa
 - Measures – Tom
 - Communication - Debbie
 - Employee Satisfaction Indicators - Peter
- Homework
 - Review slide 26 and come to the next meeting with at least one Mission Statement ideas
 - Review the Values Statements
 - Use the process (flowchart on slide 32)
 - Write Down Your Own Thoughts
 - Record Them
 - Discuss
 - Reach Consensus
 - Formally Confirm our Decision



CONTINUOUS IMPROVEMENT

What did we do well and what could we add to improve your knowledge.

WWW

- Started building our team
- Found a conducive meeting location
- Spot on imPACT analysis
- Interactive and fun
- Skills to begin educating and learning
 - Set Direction
 - Lead by Example
 - Educate
- Insight to team partners
- Vision is a graphic picture
- Established processes

OFI

- Structure to make sure we accomplish all we set out to do
- Difficult to grasp the concept of a vision
- We don't have a mission statement even though one is written
- We should add more structure to the definitions



MEETING MESSAGE



- Create a meeting message that would say:
 - What did you do?
 - Sterling Leadership Team created
 - Process Improvement Teams start next week
 - Name Teams and members
 - Report today's accomplishments
 - Action Learning – Developing Capability